MEMORANDUM

TO: Government Operations and Fiscal Policy Committee

FROM: Justina J. Ferber, Legislative Analyst

SUBJECT: Tuition Assistance Program Update

The following persons will be present for the worksession:

>   Steve Sluchansky, Acting Director, OHR
>   Kaye Beckley, OHR, Manager, Division of Business Operations and Performance
>   Anita Brady, Manager, Training and Organizational Development

Tuition Assistance Program Update

On several previous occasions the GO Committee received oral and written updates on improvements to the County employee Tuition Assistance Program (TAP). The last update was by memorandum on July 23, 2012, by OHR Director Adler. OHR has made the following improvements to strengthen the management oversight of the Tuition Assistance Program –

- Reviewed all policies, procedures, and forms governing the TAP.
- Established a second level of management review for all applications.
- Created an annual internal review process, including standard operating procedures and checklists for all TAP applications.
- Worked with CountyStat Office to evaluate the Tuition Assistance Program.
- Implemented a revised process for obtaining course certificates of completion and grade reports from participants.
- Revised the County's personnel policies and procedures for unrepresented employees based on recommendations from the Office of Inspector General (OIG) Report and the County's Internal Auditor's findings.
- Negotiated changes in the MCGEO collective bargaining agreement, which serves as a template for the other bargaining units, to ensure tighter program controls and accountability. These changes include:
    - Departmental Director signature on all Tuition Assistance Forms.
    - Itemized bill with all costs broken down to include tuition and all fees required.
    - Course descriptions with date, time, and duration of the course.

- All course work to be held in the U.S.A.
- No funding of courses which are primarily recreational or utilize a specific faith based method as a primary approach to problem solving or treatment.
- All approved TAP funds are for tuition only.
- Compulsory fees such as registration, lab, library, or technology fees are not covered.

In addition to the above improvements previously reported, OHR has made other changes which are described in the attachment designated "Latest Changes and Requirements". Some new and improved changes are: 1) a process for tracking reimbursements to enforce the requirements for reimbursing the County if an employee does not complete a course or remain a County employee for at least a year after completing a course; 2) a process for obtaining course certificates of completion and grade reports from participants; 3) briefings and on-line training documents to employees and managers regarding the TAP application procedures and policies; and 4) a list of approved educational institution vendors and a process for vendors not on the approved list.

In the FY13 budget, $300,000[1] was funded for County employee tuition assistance and $150,000 was funded for police tuition assistance. The program was reinstated for all employees in FY13 after being suspended in FY11 and FY12 for lack of funding. Police tuition assistance was reinstated in FY12.

The purpose of this meeting is to discuss with OHR representatives how the TAP improvements are making a difference and any issues that may have arisen since reinstatement beginning July 1, 2012. OHR has provided the following materials:

- Description of the changes and improvements in the Tuition Assistance Program   ©1
- Summary of the Step by Step Tuition Assistance Program Approval Process   ©4
- Tuition Assistance Program Funds Guide   ©7
- Chart of Courses Taken FY13   ©9
- Descriptions of Individual Courses (Limited distribution due to size)   ©19

Below are some general questions that Councilmembers may want to address

- Was all TAP funding for FY13 distributed for the fall semester or are some funds available for the spring semester?
- Currently, tuition assistance is provided on a first-come, first-serve basis; are there any efforts to change this?
- Does OHR plan to do an assessment of the tuition assistance benefit?
- Is management confident that its oversight and internal controls for the Tuition Assistance Program have addressed all deficiencies in the program?

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[1] Currently, the tuition cost for the University of Maryland is $299 per credit hour, Montgomery College is $112 per credit hour and American University is $1,299 per credit hour.

Montgomery County Government
Tuition Assistance Program
Latest Changes and Requirements
October 22, 2012

The Office of Human Resources (OHR) management has strengthened its internal controls and management oversight of the tuition assistance program (TAP) in the following ways to ensure that all County funds are protected from fraud, waste, and abuse. Although the TAP is suspended in FY11, due to budget constraints, OHR has:

- Reviewed all policies, procedures, and forms governing the TAP program which resulted in a number of changes (discussed below) to strengthen the management oversight of the program.

- Established a second level of management review for all applications.

- Created an annual internal review process, including Standard Operating Procedures and Checklists for all TAP applications including Department and Supervisor/Division Director Checklists, OHR FY 13 TAP Checklists for Each Bargaining Unit and Non-Represented Employees.

- Worked with CountyStat Office to evaluate the Tuition Assistance Program.

- Provided a series of Management and Employee Informational Briefings on the FY 13 Tuition Assistance Program to provide an overview of FY13 Tuition Assistance Program including instructions on how to apply for the program, a web-link to the on-line application, Frequently Asked Questions document about the Tuition Assistance Program for each bargaining unit and non-represented employees.

- Provided FY13 Tuition Assistance Program presentation at Montgomery County Government Senior Leadership Team Meeting and met with Department Directors in one-on-one meetings to review the Tuition Assistance Program guidelines and procedures.

- Provided on-line training documents to employees and managers in FY13 concerning the Tuition Assistance Program application procedures, collective bargaining unit agreements and personnel policies, Frequently Asked Questions, and access to web-based Tuition Assistance Program applications.

- Implemented a revised process for obtaining course certificates of completion and grade reports from participants in the County's Tuition Assistance Program.

- Supported the Police Department's internal investigation to review timesheets for all police officers who attended TAP training courses in fiscal years 2007, 2008, and 2009.

- Revised the County's personnel policies and procedures for unrepresented employees based on recommendations from the Office of Inspector General (OIG) Report and the County's Internal Auditor's findings

- Developed a list of approved educational institution vendors for Non-Represented and Represented Employees and a process for reviewing educational vendors not on the approved list.

- Negotiated changes in the United Food and Commercial Workers Local 1994, Municipal and County Government Employees Organization (MCGEO) collective bargaining agreement, which serves as a template for the other bargaining units, to ensure tighter program controls and accountability. As a result of these changes the County lifted the suspension of the TAP for members of MCGEO Local 1994 as of December 15, 2009. These changes include:
  - Departmental Director signature on all Tuition Assistance Forms;
  - Itemized bill with all costs broken down to include tuition and all fees required at time of submission of application;
  - All course work must be held in the U.S.A.;
  - Training provided by an accredited (as determined by an accrediting agency recognized by the U.S. Secretary of Education): college or university, vocational or business school; professional, scientific, or technical institute; or organization or component of an organization, including a government agency or business, that offers courses or training.
  - No funding of courses which are primarily recreational or utilize a specific faith based method as a primary approach to problem solving or treatment;
  - Approved Tuition Assistance funds are for tuition only. Compulsory fees such as registration, lab, library, or technology fees are not covered
  - Designated annual funding allocation proposed by the County Executive and appropriated by the County Council.

- Developed and completed an Action Plan and Time Line in response to an internal audit of the TAP for FY06-FY10 performed by Cherry, Bekaert & Holland, L.L.P.

  As part of it's Internal Audit Action Plan and Time Line:

  - OHR implemented with the Department of Finance a new process for tracking reimbursement receivables, cash collections, and account aging. The new process includes OHR receiving a written confirmation from Payroll, Treasury, and County Attorney's Office on all requests. The written confirmation will be used to determine if the funds are collected or not. OHR will continue to track reimbursement requests that are sent to Finance, Treasury, and the County Attorney's Office in an Excel spreadsheet in

addition to tracking all the communication documents including the written confirmation. OHR developed a workflow mapping the new process of collecting funds and tracking reimbursement.

- OHR has developed enhanced tracking mechanisms for course completion and grade information which have been implemented. OHR has developed an automated system to request certificate of completion and/or a grade report from employees. OHR sends out e-mails to TAP participants with pending grades or course completion certificates in July and February during each fiscal year. OHR has implemented the system as of 8/15/2011.

- Improved file management system for TAP funds including record retention schedule update for TAP files and color coding of TAP folders and checklists by bargaining unit for improved file management and organization.

- As part of this increased management oversight, in FY13 OHR will be contacting all college/university degree seeking participants who applied for Tuition Assistance Program funds to verify their current degree enrollment status.

- OHR has developed guidelines and a document (i.e. table) which shows the breakdown of the pro-rate amount due to the county based on when employees separated from the county. This provides a standard formula to calculate the pro-rate recoverable amount due to the County.

- OHR worked with the Records Management Office and Labor Relations Office to define and develop a new policy and procedures guideline for waiving amounts due to the County.

- OHR has developed guidelines for approval in those instances where itemized invoices/receipts cannot be obtained or costs cannot be unbundled. The current guideline has three steps. First, employees will be asked to provide the County a breakdown of the cost when they submit a receipt or statement of account. Second, if the employees don't provide the breakdown, the County will take the next step which is to contact the vendor to obtain the cost breakdown. Third, if the employee and/or vendor don't provide the required document, then, the application will not be processed.

A Summary of the Step by Step
Tuition Assistance Program Approval Process
October 22, 2012

1. Before applying for the Tuition Assistance Program (TAP), the employee must:
   a. Identify degree program, course or workshop or interest.
   b. Obtain course description, including contact hours, cost, course dates, number of credits, etc.
   c. Discuss his/her educational goals with his/her supervisor.
   d. Determine how the course is position related and/or will enhance his/her career development plan.
2. Employee submits application online through the Tuition Assistance Program.
3. Employees without an Active Directory Account (Montgomery County email address) submit a paper copy of the TAP form with required documentation to their supervisor and department director for review and approval. The Department Director then forwards the application to OHR for review and approval. Montgomery County Volunteer Fire Fighters Association (MCVFFA) members submit a paper Tuition Assistance Program application to the Chief of Volunteer Firefighters Office for review and approval.
4. An On-line Application automatically gets forwarded to Supervisor for review and signature (This step is only Municipal and County Government Employees Organization (MCGEO) & Non-Represented (Non-Rep) employees. It does not apply to Internal Association of Fire Fighters (IAFF) and the Fraternal Order of Police (FOP) employees.
5. Supervisor reviews the on-line application. When a supervisor approves the on-line application, an approval notification e-mail automatically goes to the employee with instructions to print the approved application, the Department Director TAP Checklist, and attach all require documents and submit to department director (DD) for approval and signature.
6. Supervisor and Department Director review employee's application against Departmental Director Checklist to ensure all needed signatures and documentation is provided to OHR for final review.
7. Department Director Checklist Includes:
   a. Course Description for each course taken
   b. Date and Time course begins and ends in FY13
   c. Course Justification for course(s) to be taken
   d. Itemized bill or statement that shows breakdown of tuition and fees.
   e. Grade or Certification from Previous Training through TAP (if applicable)
   f. Is the course job related or is the student seeking to obtain a college or university degree from an accredited educational institution.
   g. Annual Leave Request form signed by supervisor (if applicable)
   h. A copy of receipt is attached (if employee is requesting reimbursement)
8. Once reviewed & signed by Department Director, application gets forwarded to OHR (MCGEO & Non-REP).

9. When On-line application are submitted by IAFF or FOP employee, notification e-mail automatically goes to the employee with instructions to print out the completed form, attach all require documents and submit them to OHR Office for final review. A copy of the email also goes to the supervisor as an FYI.

10. OHR reviews each TAP Application received against a *FY13 Application Checklist* and makes recommendation (Approve/Disapprove).

11. *FY13 OHR Application Checklist includes*:
    a. Course Description for each course taken
    b. Date and Time course begins and ends in FY13
    c. Course Justification for course(s) to be taken
    d. Itemized bill or statement that shows breakdown of tuition and fees.
    e. Grade or Certification from Previous Training through TAP (if applicable)
    f. Is the course job related or is the student seeking to obtain a college or university degree from an accredited educational institution.
    g. Annual Leave Request form signed by supervisor
    h. A copy of receipt is attached (if employee is requesting reimbursement)
    i. Application is signed and dated by employee
    j. Directors Signature (MCGEO and Non-Represented Employees)
    k. Supervisors Signature (MCGEO and Non-Represented Employees)
    l. Directors Signature and Chief of Volunteers Signature (MCVFFA only)

12. As part of the screening process—OHR Tuition Assistance Program computer system automatically provides Date and Time Submitted, Employee Status, Bargaining Unit (if applicable), Merit-Status, Pending Grades and Funding Level amount.

13. OHR staff reviews covered TAP costs and costs not covered based on bargaining unit (MCGEO, IAFF, FOP, and MCVFFA) and policies and procedures (Non-Rep). OHR staff adjusts TAP funding based on review process.

14. If it is determined during the screening process that additional information is needed by OHR, then the applicant is contacted for additional information and/or the application is forwarded to Dept Director and/or the Director of Human Resources (MCGEO and Non-Rep), Chief of Volunteers (MCVVA) or (Police or Fire Management for review).

15. If application is approved, OHR sends out letter and information packet to employee. The letter (voucher letter) is to be submitted to educational/institution by the employee. The information packet gives employees a summary of the policy and instruction what to do with the voucher letter.

16. The Voucher letter is an authorization letter addressed to the vendor/institution to bill or invoice the County directly.

17. The employee must submit the Voucher Letter to educational/institution.

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18. County receives bill/invoice and makes payment to educational/institution after review and signature by TAP Coordinator and Manager of Training and Development.
19. If application is denied, OHR send out letter to employee with a copy to the appropriate bargaining unit.
20. If an employee is requesting reimbursement for a course (already paid for course), payment will be processed directly to the employee after submission of required documents and review and signature by Department Director (MCGEO and Un-Rep, MCVFFA), TAP coordinator and Manager of Training and Development.
21. All coursework must be completed with a passing grade or documented by a course completion certificate.
22. At the completion of the course, the employee is required to submit the original grade notice or copy of certificate of completion to OHR Staff or employee will have to pay back the County for the funding received. Employees enrolled in Degree Programs through TAP will also be asked to provide proof of enrollment in a degree program.
23. At the end of each semester, OHR sends out a reminder to TAP participants to submit course completion document.
24. The employee must remain employed by the County for one to two years (depending on Collective Bargaining Unit Agreement or personnel policy) after completing a course funded by TAP. The employee will have to pay back the County if he/she separates from the County prior fulfilling his/her obligation to remain with the County.

TUITION ASSISTANCE PROGRAM FUNDS GUIDE					
	Employee Category				
Program Features	FOP	IAFF	MCGEO	MCVFRA	UNREP
Eligibility	Current full- and part-time permanent employees	Current full- and part-time permanent employees	Current full- and part-time permanent employees	Must be on the certified list of Active Volunteers who earned 50 points under Length of Service (LOS) Award program	Current full- and part-time permanent employees
How funded	Funding for represented employees is determined through collective bargaining with the designated employee representatives.	Funding for represented employees is determined through collective bargaining with the designated employee representatives.	The total amount of funding available annually for tuition assistance is proposed by the County Executive and appropriated by the County Council.	Funding for represented employees is determined through collective bargaining with the designated employee representatives.	Funding for represented employees is determined through collective bargaining with the designated employee representatives.
Managed by	OHR	OHR	OHR	OHR	OHR
Program (ETAP/JITAP	ETAP	Both	Both	Both	Both
Total Individual Amount (allowance amount/fiscal year)	$1730	$1830	$1830	$1830	$1830
Tuition Covers:	Tuition and fees	Tuition and fees	Tuition only	Tuition only	Tuition only
Total Funds level/ BU	$135,000	Available on a first-come first-served basis until all authorized funding has been obligated, In FY13 a combined total of $300,000 is obligated (Excludes FOP).	Available on a first-come first-served basis until all authorized funding has been obligated, In FY13 a combined total of $300,000 is obligated. (Excludes FOP)	Available on a first-come first-served basis until all authorized funding has been obligated, In FY13 a combined total of $300,000 is obligated. (excludes FOP)	Available on a first-come first-served basis until all authorized funding has been obligated, In FY13 a combined total of $300,000 is obligated (excludes FOP).
Approval level	None	None	Department	Department	Department

			Director	Director	Director
Courses/Vendors approval process	Yes	Yes	Yes	Yes	Yes
Obligations to remain with the County	2 years	1 year	2 years	1 year	1 year
Grade/Certification requirement	Yes	Yes	Yes	Yes	Yes

Tuition Assistance Program FY13

MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	EXHIBIT
Pre-Nursing	AA	Prince George's Community College	Expository Writing	University-parallel freshman, English. Fundamentals of effective prose writing, including required essays and research paper.	Fall	A
Pre-Nursing	AA	Prince George's Community College	Introduction Nutrition	Basic information about essential nutrients and their functions in the body as well as known and hypothesized relationships between long-term diets and development of chronic diseases.	Fall	B
Pre-Nursing	AA	Prince George's Community College	General Psychology	University-parallel introductory course which surveys the field of psychology, including the study of behavior, cognitive processes, the concepts of memory, perception and social behavior.	Fall	C
Law Degree	BA/BS	University of Maryland of Baltimore	Shemer Maryland & Multistate Bar Review	Delivers exam focused substantive law review and extensive question practice in an interactive, skill-building format.	Fall	D
Law Degree	BA/BS	University of Maryland, Baltimore	Business 101	Introductory concepts. It is intended for students who are interested in studying business law, but who have no prior knowledge of experience in business. Topics includes basics in accounting, financial statement, analysis, theory of the firm, valuation, financial instruments and capital markets.	Fall	E
Emergency Management	Masters	University of Maryland, University College	Organizational Theory and Behavior	An Overview of the fundamental concepts of organizational theory and organizational behavior in the context of a postindustrial and increasingly global society.	Fall	F
Emergency Management	Masters	University of Maryland - University College	Emergency Management Specialization Description	It is designed for individuals who intend to assume greater management responsibility in helping communities reduce vulnerability to hazards and cope with disasters in both private and public settings.	Fall	G

Tuition Assistance Program FY13

MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	EXHIBIT
None	Non-Degree	OETAS Seminar	Chemical Dependance and Human Development	This course examines the relationship between human development and the counseling process. Utilizing the psychosocial perspective originally developed by Erik Erickson, counselors will be provided with useful conceptual framework for understanding the developmental issues as they appear in the therapeutic process.	Fall	H
None	Non-Degree	MD Society for Human Resources Management State Council	SHRM Strategic Business Course: Managing Individual and Organizational Change	Participants will learn how to understand the five stages of the change process and use activation techniques to help people who are resisting change. They will translate strategic goals into do-able action steps; create accountability for results; and, leverage their own resources to gain influence in their organizations by building business partnerships. This event is pre-approved for 7 Strategic HRCI Recertification Credits	Fall	I
Law Degree	Juries Doctor	Georgetown University	Criminal Justice	Introduces the administration of the criminal justice system and serves as a foundation for the advance courses offered in upper-class years.	Fall	J
Community Health	Masters	Argosy University	Couples and Family Counseling	A broad theoretical and practical foundation for counseling couples and families is emphasized.	Summer	K
Business/ Admin. Management	Bachelors	Strayer University	Organizational Behavior	Presents the fundamental concepts of organizational behavior, emphasizes the human problems and behaviors in organizations and methods of dealing with these problems. Social Psychology - Focuses on major theories in social psychology and the most recent research in the field.	Summer	L
Business/ Admin. Management	Bachelors	Strayer University	Social Psychology	Focuses on major theories in social psychology and the most recent research in the field.	Summer	L
None	Non-Degree	Montgomery College	Cisco CCNA Complete	Consist of Networking, Basics, Routers and Routing Basics, Switching Basics and Intermediate Routing.	Fall	M

Tuition Assistance Program FY13

MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	EXHIBIT
None	Non-Degree	Montgomery College	Principles of Health Living	A study of current health issues focused on information for making prudent personal health decisions. Course explores lifestyle wellness and preventive medicine concepts and practices.	Fall	N
None	Non-Degree	Montgomery College	American Government	Structure, powers, and processes of the American Political system, executive, legislative and judicial branches.	Fall	O
Linguistics	Certificate	Frederick Community College	American Sign Language	Sign language grammar, vocabulary development and the deaf culture.	Fall	P
Health Services	Masters	Mount St. Mary's University	Contemporary Issues in Health Care Administration	The historical, current, and future organization and delivery of the United States health care system is studied.	Fall	Q
Undecided	Bachelors	University of Maryland - University College	Advanced Business Writing	Fulfills the general education requirement in upper level advanced writing.	Fall	R
Undecided	Bachelors	University of Maryland Univ. College	Introduction to Research	Process and methods for retrieving information in a library or through online sources.	Fall	S
Psychology	BA/BS	University of Phoenix	Life Span Human Development	Focuses on a historical view of human development leading to the current life span approach to form an understanding of the developing individual and it explores influences on human development, ranging from individual models to cross-cultural groups.	Fall	T
Communications	Certificate	The George Washington University	Event Coordination	Course covers the nuts and bolts of successfully coordinating a professional event.	Fall	U
Communications	Certificate	The George Washington University	Best Practices in the Event Management	This course Addresses major trends and successful business practices in Event Manager the knowledge and tools to improve your effectiveness and profitability as an event manager.	Fall	V

Tuition Assistance Program FY13

MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	SCHOOL
Communications	Certificate	The George Washington University	Meetings and Conference	Virtually every organization, from trade associations to government agencies, regulations and small meetings.	Fall	W
History	AA	Frederick Community College	Introductory to Algebra	Variables and algebraic expressions, order of operations, graphing and solving linear equations, like terms, the distributive law.	Fall	X
History	AA	Frederick Community College	History of Western Civilization	Covers Western History from 1500 to the present.	Fall	Y
Information Technology	Masters	University of Maryland -Univ. College	Information Technology Project Management	An examination of the fundamental principles and practice of managing programs and projects in an information processing and high-tech environment.	Fall	Z
Information Technology	Masters	University of Maryland - University College	Economics and Financial Analysis for Technology	A study of the financial tools managers use to find answers to four important questions.	Fall	AA
Criminal Justice	Masters	University of Maryland University College	Perspectives in Law Enforcement Management	A study of law-enforcement philosophies and techniques to reduce crime commonly applied at the organizational level.	Spring	BB
Criminal Justice	Masters	University of Maryland - University College	Intercultural Communication and Leadership	Study of organizational communication, leadership, and decision making skills essential for all managers in intercultural environments.	Spring	CC
Nursing	Masters	George Washington University	Primary Care of the Family	Theoretical and Practical Foundations of the Family primary care.	Fall	DD
Business Administration	Masters	Strayer University	Financial Management	Introduces the concepts of finance. Reviews the basic tools, applications and concepts used in formulating effective financial decisions.	Fall	EE
None	Non-Degree	Signet North America	Hazmat Safety Officer	Educational course, prepares the hazardous materials technician to fulfill the roles and responsibilities required of the position in the incident Command System.	Fall	FF
Criminal Justice	Bachelors	Shippensburg University of Pennsylvania	Survey of Corrections	Analyzes the development of correctional practices in the handling of criminals from early to modem times.	Fall	GG

Tuition Assistance Program FY13

Major	Degree	Educational Institution	Course	Description	Semester	Exhibit
Social Work	Masters	Morgan State University	Organizational Policy and Leadership in Human Service Programs	This course will focus on the purpose, development policies and functions of human service organizations within the urban context.	Fall	HH
Business/ Admin. Mngt	Masters	Hood College	Foundations of Economic	Introduction of the basic tools of economic analysis that are employed to examine the environment of a firm.	Fall	II
Business Administration	Masters	Hood College	Legal Environmental of Business	Provides an overview of the contemporary legal and regulatory environment of business.	Summer	JJ
None	Non-Degree	MD Society for Human Resources Management State Council	Strategic Business Course: Managing Individual and Organizational Change	Participants will learn how to understand the five stages of the change process and use activation techniques to help people who are resisting change. They will translate strategic goals into do-able action steps; create accountability for results; and, leverage their own resources to gain influence in their organizations by building business partnerships. This event is pre-approved for 7 Strategic HRCI Recertification Credits	Fall	I
None	Certificate	The George Washington University	Event Coordination	Examines how to use events to promote products, services and causes, and how to promote events themselves.	Fall/Summer	U
None	Certificate	The George Washington University	Best Practices in the Event Management	Addresses major trends and successful business practices in Event Management to provide the knowledge and the tools to improve our effectiveness.	Fall-Summer	V
None	Certificate	The George Washington University	Event Marketing	This course examines how to use events to promote products, services and causes, and how to promote events themselves.	Fall/Summer	KK
None	Certificate	The George Washington University	Risk Management: Financial, Legal, and Ethical Safeguards	Provides a process for analyzing and responding to risks that can adversely impact any meeting or event.	Fall/Summer	LL

Tuition Assistance Program FY13

MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	TERM
None	Certificate	Breastfeeding Outlook	Comprehension Lactation	It provides comprehensive coverage of breastfeeding management, and all of the credits required to sit for an exam.	Fall	MM
City and Regional Planning	Masters	Morgan State University	Professional Project in City and Regional	This core capstone course aims to give students the competencies to conduct a real life planning project.	Fall	NN
History	Bachelors	American Public University System	History of the American Indian	It surveys American Indian History from before Columbus to the present.	Fall	OO
History	Bachelors	American Public University System	Composition and Literature -I	It is designed to focus on critical reading and writing skills.	Fall	PP
Nursing	AA	Montgomery College	Nursing in Health and Illness	Introduces Common alterations in physiologic processes	Fall	QQ
Nursing	AA	Montgomery College	Nursing in Health and Illness	Study of the dynamics of mental health and Illness and the role of the nurse in providing care across settings.	Fall	QQ
Accounting (Business)	Certificate	Professional Education Service, LP	Ethics and Standard of Conduct for Virginia CPAs	Is designated to meet the specific ethics requirements for the state of Virginia.	Fall	RR
Accounting (Business)	Certificate	Professional Education Service, LP	Governmental Financial Management and Control	Is designed for financial management professionals who are interested in learning more about the federal, state and local government activities.	Fall	SS
Comm. and Public Health Nursing	Masters	University of Maryland - Baltimore	Leadership in Community/Public Health Nursing	Focuses on integration and application of principles of leadership, management, program planning, implementation and evaluation in population-based efforts to provide affordable quality care.	Fall	TT
Business/Admin/ Mgmt	Bachelors	Strayer University	Business Ethics	Examines the applications of ethical principles through the consideration of typical problem areas encountered in organizations.	Fall	UU
Health and Human Services	Masters	Capella University	Addiction Counseling Pre-Practicum Course	This online course reinforces the advanced clinical addiction counseling skills developed in COUN-R5941, including building a range of therapeutic relationships.	Summer	VV

Tuition Assistance Program FY13

MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	EXHIBIT
Forensic Science	Masters	University of Florida	Metabolic Biochemistry	This course will introduce students to the principles of anabolic and catabolic pathways and cellular energy efficiency. Also provides an understanding of the biological, physical and chemical processes for each reaction pathway.	Fall	WW
None	Certificate	US Training Center	Tactical Pistol I	It is designed to develop skills for the student who uses his firearm as a primary firearm in a tactical environment.	Fall	XX
Automotive Technology	Bachelors	Weber State University	Introduction to Automotive Technology	Degree requirements and options, internships preparation, employment opportunities, required professional publications, communication and other topics.	Fall	YY
Automotive Technology	Bachelors	Weber State University	Advanced Automotive Technologies	A study of current events/trends in the automotive industry, industry standard professional publications, and the latest technologies used by the automotive industry to meet current emissions, fuel economy, and safety regulations.	Fall	ZZ
Automotive Technology	Bachelors	Weber State University	Fleet Management	A study of fleet standards, fixed operations, inventory and personnel management, financial policies and procedures.	Fall	AAA
Automotive Technology	Bachelors	Weber State University	Introductory to Psychology	Introduction to the scientific study of human behavior.	Fall	BBB
Criminal Justice	Bachelors	University of Maryland College Park	Terrorism Studies	Behavioral and Social Sciences. Structural analysis of terrorism.	Fall	CCC
Criminal Justice	Bachelors	University of Maryland College Park	Statistics for Criminology	Graphical techniques and the computer analysis of criminology and criminal justice data. Procedures and hypothesis testing.	Fall	DDD
Law Degree	ries Doctora	University of Baltimore	Introduction to Lawyering Skills Civil Procedure	Integrates rigorous instruction in legal analysis research, and writing with the substantive law of civil procedure to give beginning law student an opportunity to combine skills and doctrine .	Fall	EEE

Tuition Assistance Program FY13

MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	EXHIBIT
Fire Protection Engineering	AA	Columbia Southern University	Leadership	Presents the importance of leadership in conjunction with various leadership traits, styles and qualities. Enhances the importance of having a vision, the motivation	Summer	FFF
Psychology	Masters	Argosy University	Forensic Psychology Seminar	Provides a forum to examine issues related to the students' field experience or the development of their special topics papers.	Summer	GGG
None	Non-Degree	The George Washington University	Pediatric Board Review	It is designed and recommended for physicians preparing for either certification or the re-certification examination of the American Board of Pediatrics in General Pediatrics.	Fall	HHH
None	Non-Degree	The George Washington University	Maintenance of Certification Exam Preparation	It is designed to help physicians prepare for the final examination of the general internal medicine maintenance of certification process.	Fall	III
Social Work	Masters	University of Maryland - Baltimore	Paradigms of Clinical Social Work Practice	Building upon the knowledge, attitude, and skills components of the foundation area, this course seeks to integrate these components with the therapeutic perspectives traditionally associated with the practice of clinical social work.	Fall	JJJ
None	Non-Degree	Montgomery College	Introduction to World Literature I	From antiquity through the mid-17th century, including oral traditions, poetry, fiction, the essay, and drama.	Fall	KKK
Information Technology	PhD (DDE)	Robert Morris University	Information Systems in Legal Contexts	The inquiry seminar explores complex legal issues involved in the information technology.	Fall	LLL
Information Technology	Certificate	Frederick Community College	Cisco Networking Fundamentals	Router Technologies Internetworking.	Fall	MMM
None	Certificate	The George Washington University	Best Practices in the Event Management	Provides tools to improve your effectiveness and profitability as an event manager.	Summer	V

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MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	SCHOOL
None	Certificate	The George Washington University	Event Coordination	Covers the nuts and bolts of successfully coordinating a professional event. Analyze and implement professional registration, admission procedures, security and protocol.	Summer	U
None	Certificate	The George Washington University	Event Marketing	This course examines how to use events to promote products, services and causes, also how to promote events Themselves.	Summer	KK
None	Certificate	The George Washington University	Risk Management: Financial, Legal, and Ethical Safeguards	Provides a process for analyzing and responding to risks that can adversely impact any meeting or event.	Summer	NNN
None	Non-Degree	Human Resources Institute	Federal Contracting and Procurement	Designed for administrative personnel, office managers, program and technical staff and anyone else who needs to learn the fundamentals of government contracting and procurement.	Fall	OOO
Criminal Justice Org.	Bachelors	Columbia Southern University	Criminal Justice Organization	Defines and analyzes criminal justice system organizations including human resources planning and management, research studies environmental factors, centralized authority and other issues.	Fall	PPP
Accounting (Business)	Masters	Strayer University	Strategic Management	Examines the strategic management process and implementation of successful business strategies in the highly competitive and dynamic global environment.	Summer	QQQ
Public Administration	Masters	Strayer University	Research and Strategic Communication	It covers research methodology and writing using the APA, manual for format and style.	Summer	RRR
Accounting (Business)	Masters	University of Maryland - University College	Auditing	Alternative audit models are evaluated for both their practical relevance and their theoretical justification as informed by current research and emerging information technology	Fall	SSS
Accounting	Masters	University of Maryland - University College	Information Systems Management and Integration	A study of the life cycle of the information systems, from inception, through systems development and integration, to system operation and maintenance.	Fall	TTT

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MAJOR	DEGREE	EDUCATIONAL INSTITUTION	COURSE	DESCRIPTION	SEMESTER	EXHIBIT
Nursing	Masters	The George Washington University	Dimensions to Professional Nursing	This course is designed to bridge non-BSN degree RNs to the Master of Science in Nursing (MSN).	Summer	UUU
None	Non-Degree	Montgomery College	Child Psychology	Emotional, Intellectual, social, physiological, and cognitive growth methodology.	Fall	VVV
None	Non-Degree	Montgomery College	Microbiology	Provides an overview of microorganisms, emphasizing bacteria including the structure, metabolic activities, genetics and mechanisms of control of microorganisms.	Fall	WWW
Business Administration	Bachelors	University of Maryland - University College	Principles of Macroeconomics	The objective is to apply select macroeconomic theories to real-world situations.	Fall	XXX
Business/ Admin. Mngt	Bachelors	University of Maryland - University College	Introduction to Research	Retrieving information in a library or through online sources.	Fall	YYY
Social Work	Bachelors	University of Maryland - Baltimore	Social Work Practice	Based on an ecological systems perspective, these courses teach a generic model of social work practice applicable throughout a wide range of practice settings.	Fall	ZZZ
Criminal Justice	Masters	Boston University	Research Methods	This course introduces students to the practice, theory, and philosophy of social science research, with a special focus on criminal justice.	Fall	1
Criminal Justice	Bachelors	University of Maryland - University College	Law Enforcement Administration	The objective is to communicate effectively and apply research skills and management and administrative principles to a law enforcement agency.	Fall	2
Criminal Justice	Bachelors	University of Maryland - University College	Introduction to Research	An Introduction to the research process and methods for retrieving.	Fall	3